



Food Safety Culture

One Size Fits Nobody!

Alaska Food Protection Task Force Educational Workshop
April 4, 2023

John Boyce, Cultivate SA



**Eradicate
foodborne illness
One culture at a time**

We are Cultivate



Dr. Lone Jespersen

Lone Jespersen is a published author, speaker, and the principal and founder of Cultivate SA, a Swiss-based organization dedicated to help organizations in the global supply chain make safe, great tasting food through cultural effectiveness.

Lone has worked with improving food safety through organizational culture improvements for 18 years since she started at Maple Leaf Foods in 2004. Lone chaired the Global Food Safety Initiative (GFSI) technical working group “A Culture of Food Safety”, chaired the International Association of Food Protection (IAFP) professional development group “Food Safety Culture”, and currently the technical author on the BSI PAS320 “Practical Guide to Food Safety Culture.” Lone holds a Ph.D. in Culture Enabled Food Safety from the University of Guelph, Canada and a Master in Mechanical Engineering from Syd Dansk University, Denmark. Lone serves as vice-chair of the IFPTI board and as director on the STOP Foodborne Illness board.



Definition

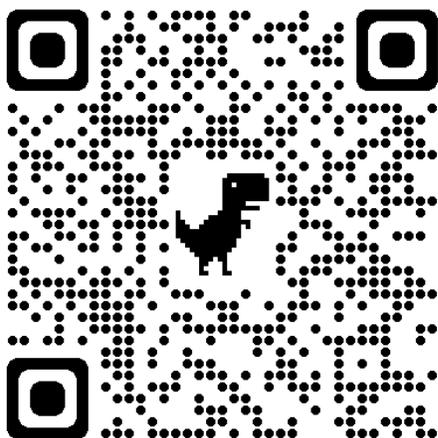
‘A company’s food safety culture is the shared values, norms, and beliefs that affect mindsets and behaviors toward food safety in, across, and throughout the company’

(GFSI, 2017)



Cultivate Maturity Model

- Five stages
- Five dimensions
- Global benchmark



DIMENSION	VALUES	STAGE 1 DOUBT	STAGE 2 REACT	STAGE 3 KNOW	STAGE 4 PREDICT	STAGE 5 INTERNALIZE
VALUES AND MISSION	INTEGRITY AND TRUST	Employees have little trust that management will act on food safety without external pressure.	Employees trust that management will act and do the right thing for food safety after an issue have occurred.	Everyone trust that food safety issues are solved because we know it protects our business.	Everybody are trusted to invest in food safety information to make future performance stronger.	Frontline employees are trusted to act to correct and celebrate food safety performance on their line/in their area.
	BEING RESPONSIBLE	Nobody knows who has the duty to deal with food safety.	Everybody readily takes responsibility but it is unclear what that means.	Detailed food safety responsibility is written into job descriptions for everybody.	Decision makers are certified food safety professionals and responsible for driving cost out of the food safety system.	Frontline is responsible for bubbling improvement plans to leaders, leaders are responsible for incorporating these into long-term business planning.
	ETHICS AND MORAL PRINCIPLES	... don't look.	... invest if we must.	... improve system.	... reduce cost by taking out variation.	... grow business.
PEOPLE SYSTEM	REWARD AND RECOGNIZE	Individuals complete food safety tasks out of fear for negative consequences.	Individuals are recognized sporadically after having solved a food safety problem.	Leaders recognize teams and individuals according to a documented system of positive and negative consequences.	Leaders reward teams for collectively improving food safety processes/procedures.	Cross functional/level teams nominate other teams for being proactive and thinking strategic around food safety.
	COMPETENTLY COMMUNICATING	Top-down 'tell' with little 'why' content and understanding of the importance of the task.	Food safety information is communicated by FSO as problems occur using, if available, facts discovered as the problem was solved.	There is a deep understanding of the food safety system and performance is communicated by some functional on a regular basis.	Frontline leaders are having regular communications on food safety performance using data and tracking the teams' improvement actions.	Food safety communication cadence is an organizational habit that involves everybody in specific team discussions.
	TOGETHER WE MAKE THE DIFFERENCE	Silos...	Problem communication...	Fragmented delivery of information...	Food safety and quality critical conversations...	Habit...
ADAPTABILITY	INNOVATE	Scrambling to meet changed requirements.	Aware of coming change but do not update procedures before last minute.	Change is analyzed and incorporated into written food safety system including changes to competencies/ job descriptions.	Innovation is driven by data internally to reduce food safety costs.	Innovation is suggested by frontline teams and bubbling up to impact company wide system. Quick to adapt as they have technology interface in their hands.
	EMBRACE AND DRIVE CHANGE	Nothing is stable so it does not matter if we must change... again.	We know change is coming and will deal with it last minute...	We know the change and have analyzed the impact on individuals and teams according to a pre-defined change curve...	We look for cost reduction opportunities and plan these in our continuous improvement program...	Frontline teams have full autonomy to drive change in the food safety system, support teams are responsible for spreading new and best practices across the company...
CONSISTENCY	DATA AND REPORTING	Data are not used to solve problems and mostly sitting in a filing cabinet or in unused reports.	It is left to the individual to identify needed data and ways to derive information from these.	Leading indicators are used to find root cause of food safety problems and solutions are built into the food safety management system.	Leading indicators are continuously updated through precisely and accurately collected data.	Frontline teams and supervisors make use of leading indicators to improve food safety systems.
	TECHNOLOGY ENABLED SUCCESS	Little to no new value placed on buying or adopting technology.	Technology is bought in reaction to a specific need e.g., faster pathogen testing results.	Technology is seen in the context of the business system to integrate functions, procedures, and capabilities (e.g., ERP specification system)	Automation is used frequently and seen as an integral part of reducing food safety cost.	ERP is used in an integrated way with automate workflows that make the enterprise quick to adapt.
	QUALITY OF ALL WE DO	Unstructured problem solving to remove the immediate pain.	'Plan, do, check, act' with emphasis on control and expectation of 100% perfect solutions from the get go.	Structured, documented problem solving with high risk of analysis paralysis.	'Plan, do, study, act' with emphasis on study and an iterative approach to improvement.	Identifying risks through horizon scanning and continuous improvement followed by mitigation plans built into the food safety system.
RISK	RISK PERCEPTION	The organization relies mostly on external sources and inspections to understand and act on its risks and doesn't identify risks internally.	Actions to manage risks are mostly taken in response to external audits or inspections and internal identification is sometimes incorrect.	Risks are understood and continually challenged by a cross-functional team through planned risk management.	Understanding and reducing risks are an integral part of the organization's continuous improvement efforts.	The organization relies on frontline teams to manage existing risks and to identify new ones through peer observations.

Maturing risk and hazard awareness

Stage 1

The organization relies mostly on external sources and inspections to understand and act on its risks and doesn't identify risks internally.

Stage 2

Actions to manage risks are mostly taken in response to external audits or inspections and internal identification is sometimes incorrect.

Stage 3

Risks are understood and continually challenged by a cross-functional team through planned risk management.

Stage 4

Understanding and reducing risks are an integral part of the organization's continuous improvement efforts.

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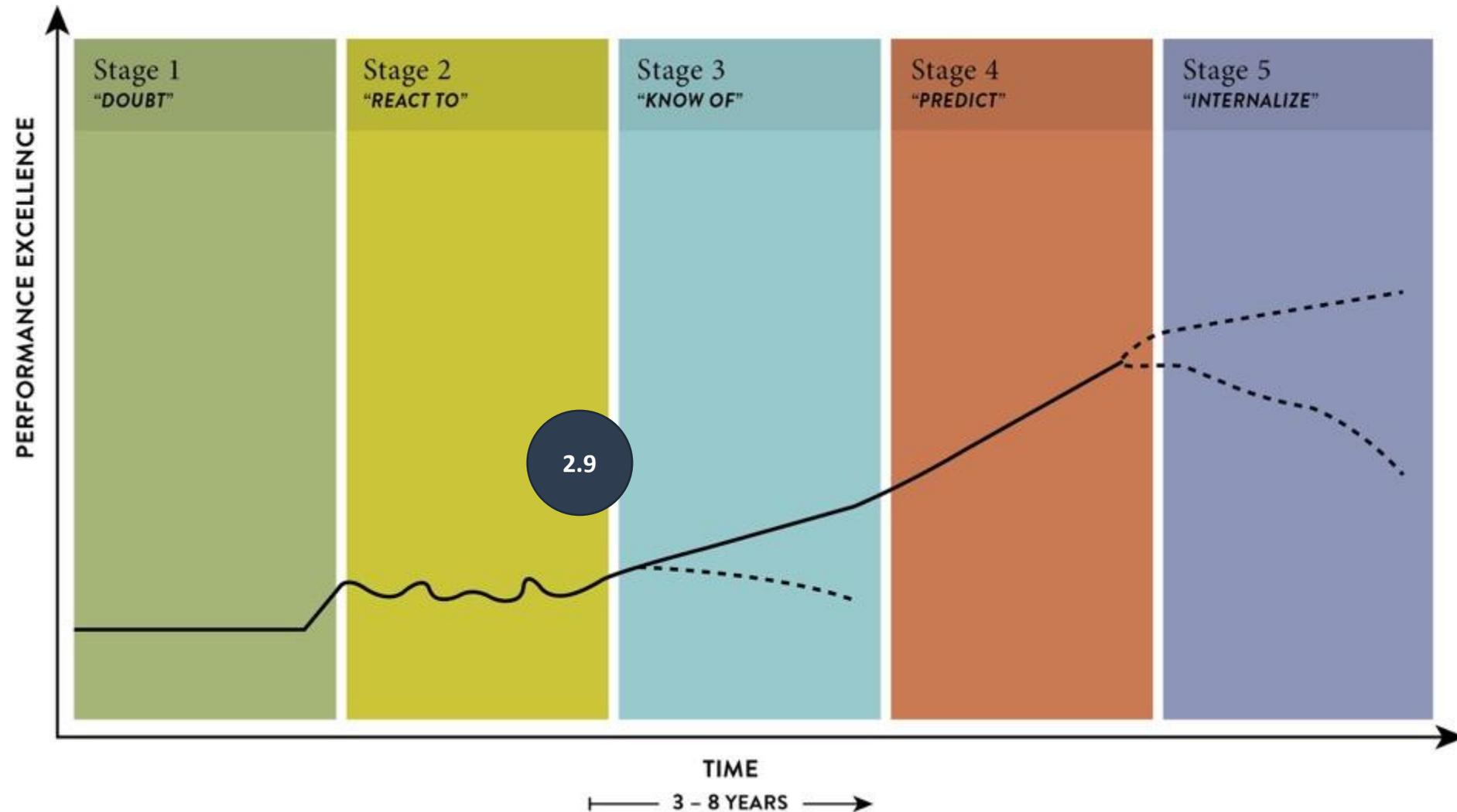
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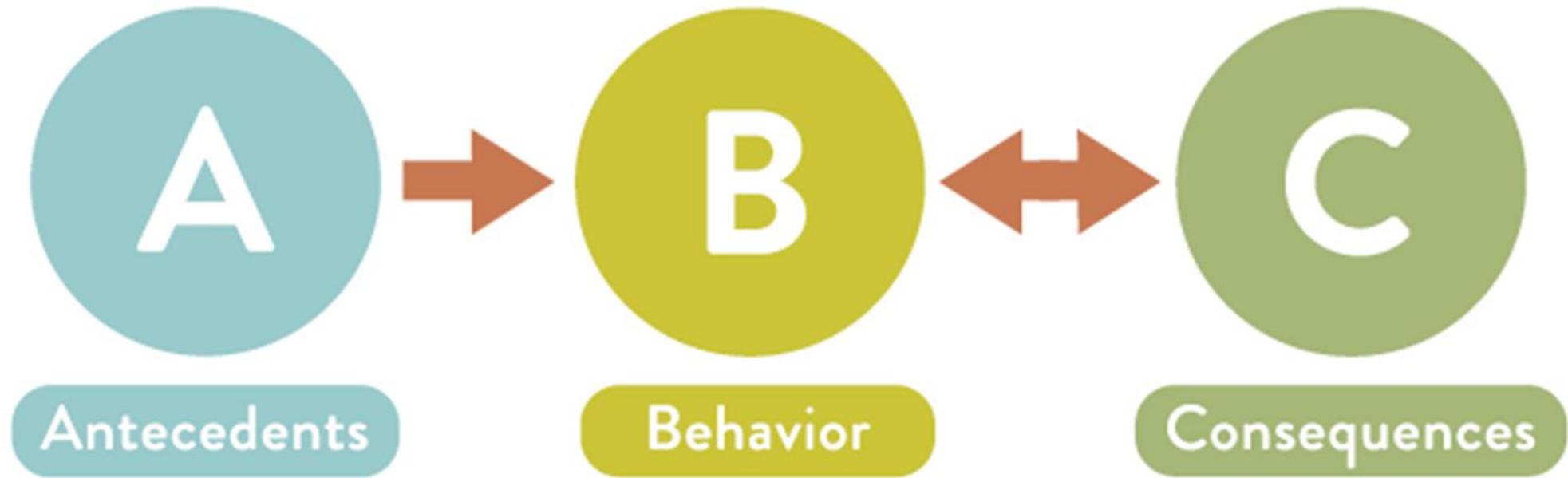
Culture Maturity and Food Safety





**Define the connections
between risks and behaviors**

Changing behaviors and perceptions





**A common sight
in food plants**





Antecedents

- Time pressures
- Lack of understanding
- Proper equipment not provided



Behavior

Use of high-pressure hoses to clean floors and drains



Consequences

Contamination of product zones and product-contact equipment

Potential recalls





Easy as ABC



The “Nudge”

Nudging is about changing the presentation of choices for people so they’re more likely to choose one option over another.



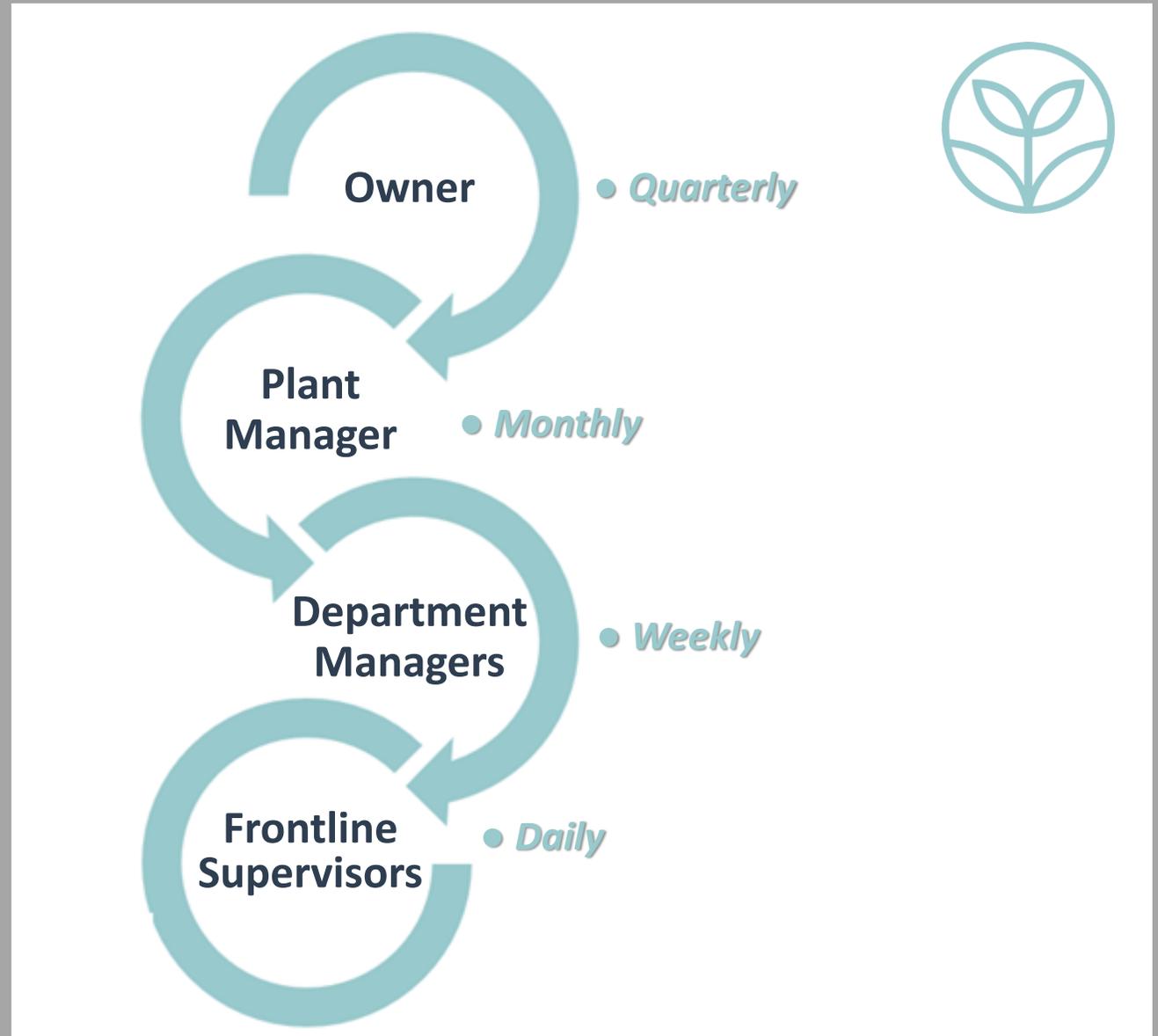
The “Gemba Walk”

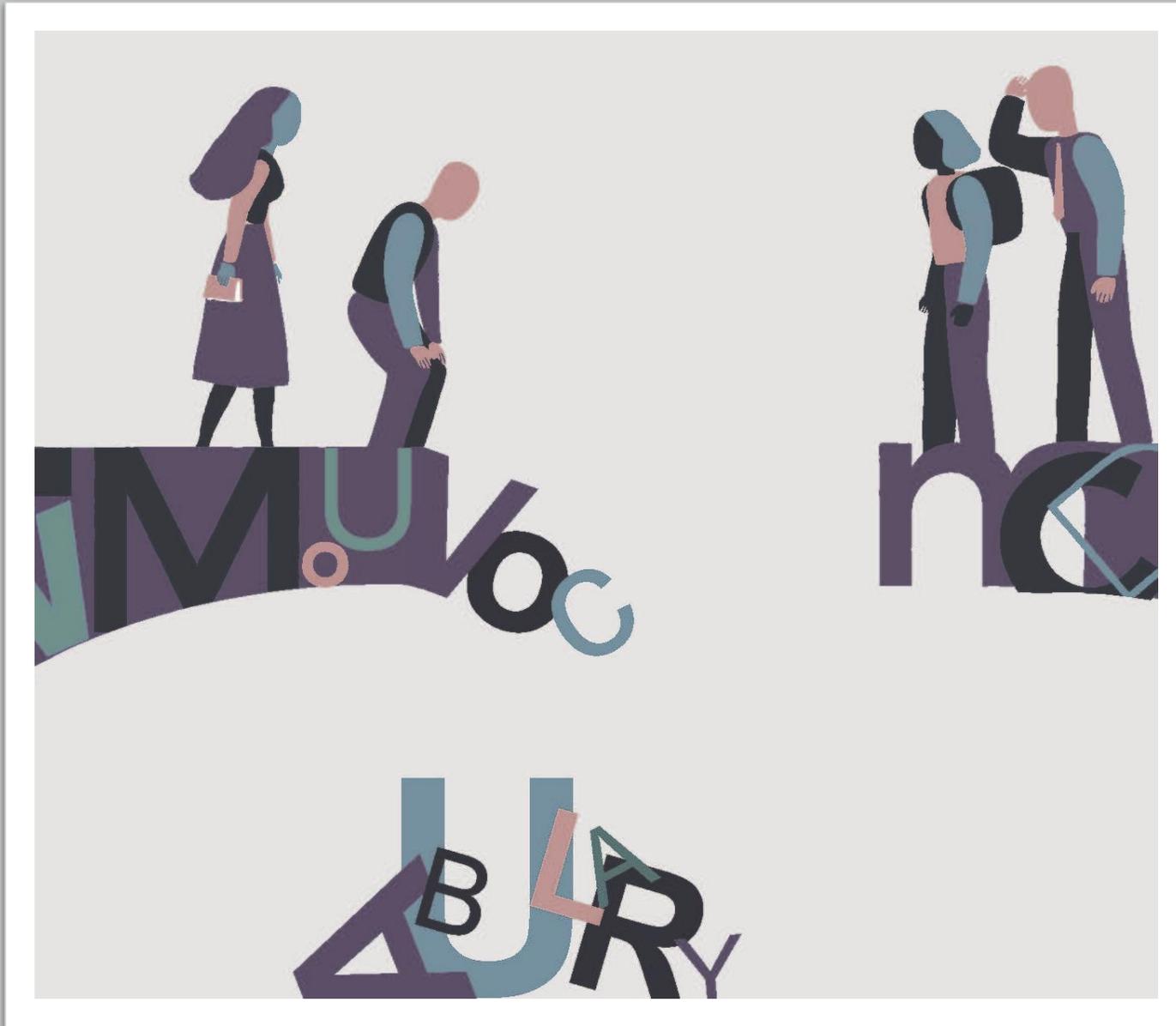
Gemba is a Japanese term defined as “*the actual place*”.

A “*gemba walk*” brings key leaders to the factory floor to observe processes as they happen and interact with frontline workers.



Rhythm and Habits for Food Safety communications





Language gaps can be a challenge ...

...but NEVER an excuse



Do a self-assessment ...



Ask yourselves these questions:

- *What current norms in your company must change to better manage food safety? (Norms = those informal rules that influence behavior)*
- *What current norms work well in managing food safety?*
- *What keeps you up at night?*
- *If you could change one characteristic of your culture that would impact food safety, what would that be?*



foodsafety

C U L T U R E

Course



in Partnership with
Dr. Lone Jespersen





Measure what you treasure

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